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Personnel

MENTORING PROGRAM



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This instruction establishes requirements and procedures for conducting the 920th Rescue Group Mentoring Program, and implements and augments Air Force Policy Directive (AFPD) 36-34, *Air Force Mentoring Program* and Air Force Instruction 36-3401, Air Force Reserve Command Supplement 1, *Air Force Mentoring*. It applies to all personnel involved in the establishment of mentoring contracts, participating in mentoring arrangements, documenting mentoring sessions, reporting mentoring statistics and reviewing this mentoring process. This instruction provides the minimum requirements and guidance for providing and conducting a mentoring program within the 920th Rescue Group.

1. Definition. A mentor is defined as “a trusted counselor or guide.” Mentoring, therefore is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally.

2. Purpose. The purpose of the Mentoring Program is to provide a framework engaging the experience of senior members in the professional development and career enhancement of younger members, with the goal of providing well-rounded, professional, and competent future leaders for the Air Force Reserve and the Total Force.

3. Roles and Responsibilities. The effectiveness of this program can only be gauged in the short term by the numbers of participants and their assessment of the program. Therefore, participation must reflect the importance as stated in paragraph 2. The following specific roles and responsibilities are given as a minimum requirement.

3.1. Squadrons and Flights. This program is executed at the squadron and flight level.

3.2. Commanders. Commanders have primary responsibility for ensuring that the Mentoring Program is administered to the mutual benefit of individual members and the unit. Commanders will

ensure that all eligible members are afforded the opportunity to participate in this program. Commanders will ensure that exceptions to participation are fully documented IAW this instruction. Commanders may extend additional requirements beyond those delineated in this instruction.

3.3. Chief, Career Enhancement. The Chief, Career Enhancement will provide support for the mentoring program by identifying resources and training opportunities for mentors, by promoting the mentoring program throughout the organization, and by recommending processes and procedures to Mentoring Program Monitors.

3.4. Supervisors. Supervisors are responsible for engaging their subordinates in mentoring arrangements.

3.5. Eligible participants. Any member who is an eligible participant under this instruction is responsible for pursuing a mentoring arrangement.

3.6. Mentoring Program Monitors. Each squadron/flight will appoint in writing a Mentoring Program Monitor. A copy of the appointment letters will be kept on file in the Career Enhancement section of the MPF. These monitors are responsible for:

3.6.1. Identifying all eligible participants to the commander.

3.6.2. Identifying all possible mentors within the unit to the commander.

3.6.3. Maintaining a record of all mentoring arrangements, to include Mentor's name, Protégé's name, and dates that mentoring arrangement began and ended, and number of mentoring hours used during the course of the mentoring program.

3.6.4. Provide briefing statistics to the Group Commander on a quarterly basis.

3.6.5. Survey all mentoring program participants at the end of the mentoring sessions to determine effectiveness of the program and provide feedback on a quarterly basis to the squadron/flight commander.

3.6.6. Order needed materials to support the mentoring program at the direction of the commander.

3.6.7. Provide an annual statistical and summary comment report to the Group Commander not later than 1 October for the previous fiscal year. This data will be used for annual planning and program review purposes.

3.6.8. In providing the annual statistical data, data must be separated to reflect compliance with AFD 36-34.

4. Scope. Mentoring company grade officers and majors as directed in AFI 36-3401 helps prepare them for increased responsibilities they will assume during their careers. Mentoring is not a promotion enhancement program. Mentoring enlisted members in grade of E-1 through E-6 will strengthen the enlisted force. Mentoring civilian members is not mandated, but is offered to those seeking a mentoring arrangement voluntarily. Mentoring is an ongoing process and not confined to formal feedback required by AFI 36-2402, *Officer Evaluation System*, AFI 36-2403, *Enlisted Evaluation System*, or the civilian appraisal system. It is a professional development program designed to help each individual reach his or her maximum potential. Mentors must always remain aware of their responsibility to maintain professional relationships with junior personnel. AFI 36-2909, *Professional and Unprofessional Relationships*, sets forth the rules regarding maintenance of professional relationships.

- 4.1. Assignment of Mentors. The immediate supervisor or rater is designated as the primary mentor (coach, guide, role model, etc.) for each of his or her subordinates.
- 4.2. Mentoring Responsibilities. In addition to the responsibilities delineated in AFI 36-3401, AFRC Supplement 1, paragraph 4, senior noncommissioned officers are included in the 920th Rescue Group Mentoring Program. Senior NCO responsibilities will be the same as senior officers and civilian supervisors.
- 4.3. PME, Academic Education and Professional Development Courses. These educational opportunities enhance performance in each phase of professional development and build on a foundation of supervisory and leadership abilities shown during the earlier stages of an individual's career.
- 4.4. Professional Associations. Membership in private professional organizations may provide additional opportunities for mentoring and broadening technical expertise.
- 4.5. Additional Duties. Additional duties offer the protégé the opportunity for career broadening.
- 4.6. Evaluation and Performance Feedback. AF Form 724A, **Field Grade Officer Performance Feedback Worksheet** and AF Form 724B, **Company Grade Officer Performance Feedback Worksheet** are to be completed 90 days after the close out of the Officer Performance Report (OPR). AF Form 707A, **Field Grade Officer Performance Report** or AF Form 707B, **Company Grade Officer Performance Report** must be completed by the due date to have an effective mentoring program.
- 4.7. Promotion Selection. Mentors should ensure their members understand how the promotion system works. Refer to AFI 36-2502 (*Enlisted Promotions*) and AFI 36-2504 (*Officer Promotions*) for additional information.
- 4.8. Assignments within Reserve Components and within the Unit. In addition to the guidance found in AFI 36-3401, AFRC Supplement 1, paragraph 9, the protégé may work with the mentor to identify jobs within the unit that are consistent with the career path that the protégé has chosen.
- 4.9. Recognition, Awards and Decorations. Restrict recommendations to recognition of meritorious service, outstanding achievement, etc., which clearly places the individual above his or her peers. Refer to AFI 36-2803 and AFI 36-2805 for additional information.

5. Air Force Reserve Command Pamphlet (AFRCPAM) 36-3401. AFRCPAM 36-3401 supports AFPD 36-34 and augments AFI 36-3401. This pamphlet is recommended guidance only and not mandatory in nature. It will, however, ensure compliance with the aforementioned AFPD and AFI. Although designed for military officers in the rank of second lieutenant through major, it can be helpful for use in all mentoring arrangements within the unit.

6. Mentoring Program Review. It is the Group Commander's responsibility to ensure that the Mentoring Program is working and producing the desired results. Therefore, the commander will review the program's performance at least annually with the squadron/flight commanders.

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Commander